Status of Women Canada

2014–15

Departmental Performance Report

The Honourable Patricia A. Hajdu, P.C., M.P.
Minister of Status of Women

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Catalogue No. SW1-3E-PDF
ISSN 2368-2175

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Minister's Message

I am pleased to present Status of Women Canada's Departmental Performance Report for 2014-15.

Status of Women Canada acts as a catalyst, knowledge broker, and centre of excellence on issues related to gender equality. In 2014-15, the Agency supported initiatives focused on three priorities: increasing women's economic security and prosperity; promoting women in leadership and decision-making roles; and ending violence against women and girls.

The Government of Canada recognizes that public policies affect men and women differently and that we must work to ensure that federal departments conduct meaningful gender-based analysis as decisions are made.

The Government also recognizes the importance of engaging with partners, stakeholders and Canadians more generally. Through the work of Status of Women Canada, Canadians have been and will continue to be engaged in unique events and social media outreach to commemorate important dates related to women's equality.

For far too many Canadians – overwhelmingly women – sexual violence, sexual harassment, and intimate partner violence continue to be real threats. Promoting gender equality and achieving meaningful change for women's lives is a priority for the Government of Canada. If each of us takes action, we can help make Canada safer, more respectful and supportive – not just for women and girls – but for all Canadians. Status of Women Canada will take action and exercise its leadership towards achieving this goal.

Original signed by

The Honourable Patricia A. Hajdu, P.C., M.P.
Minister of Status of Women

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Patricia A. Hajdu

Institutional Head: Meena Ballantyne

Ministerial Portfolio: Canadian Heritage

Enabling Instrument: Order in Council (1976-779)

Year of Incorporation / Commencement: 1976

Organizational Context

Raison d'être

The Office of the Co-ordinator, Status of Women, known as Status of Women Canada (SWC), is a federal government agency that promotes equality between women and men in all aspects of Canadian life. The mandate of SWC is "to coordinate policy with respect to the status of women and administer related programs" (1976).

SWC is responsible for exercising leadership and working in partnership to promote and advance equality by: supporting community-based action and innovation that will lead to equality by helping to create conditions for success for women and girls in Canada; providing expert advice on gender equality and Gender-based Analysis in the development of effective programs, policies and legislation for all Canadians; promoting commemorative dates relating to women and girls in Canada; and supporting Canada's efforts to meet international obligations.

SWC works to promote and advance equality for women and girls, focusing its efforts in three areas: improving women's and girls' economic security and prosperity; ending violence against women and girls; and supporting the advancement and increased representation of women and girls in leadership and decision-making roles. While SWC focuses on these three areas, the agency is able to address specific issues, such as engaging men and boys in ending violence, increasing women's participation in skilled trades and technical professions or assisting women in rural and remote communities.

Responsibilities

SWC is the primary federal agency responsible for supporting the government's agenda to achieve equality for women and girls. As issues affecting women and girls permeate every aspect of society, the agency works with a wide range of organizations, builds synergies with key stakeholders, collaborates with different levels of government and engages the private and voluntary sectors.

To bring about concrete results and enduring benefits for Canadians, the agency carries out its mandate strategically and, ensures that its policy interventions and program investments are aligned with Government of Canada priorities.

In its policy function, SWC plays the role of a knowledge broker and facilitator, offering input, advice and strategic support to other government departments and agencies, conducting policy analysis, and making strategic interventions at both the domestic and international levels.

SWC also leads in building capacity across government for the integration of Gender-Based Analysis Plus (GBA+). GBA+ is an analytical tool to systematically integrate gender and other identity factors throughout the decision-making process and to assess the potential impacts of policies, programs or legislation on diverse groups of women and men in order to inform the development and delivery of more responsive initiatives.

Through the Women's Program, SWC supports community-based action and innovation by providing financial and professional assistance to organizations to carry out projects that work to bring about equality between women and men and have a clear potential for making a difference in the lives of women and girls in Canada.

To raise awareness of the key milestones in the history of women, SWC promotes commemorative dates such as: International Women's Day (March 8), Women's History Month (October), the International Day of the Girl (October 11), Persons Day (October 18) and the National Day of Remembrance and Action on Violence Against Women (December 6).

SWC's regional offices are located in Montréal (serving Quebec), Moncton (serving New Brunswick, Prince Edward Island, Nova Scotia and Newfoundland and Labrador), and Edmonton (serving Alberta, Manitoba, Saskatchewan, British Columbia, Northwest Territories and Yukon). The National office, also serving Nunavut, and the Ontario regional office are located at SWC headquarters in the National Capital Region.

Strategic Outcome and Program Alignment Architecture

1. Strategic Outcome: Equality between women and men is promoted and advanced in Canada

1.1 Program: Leadership, Expertise and Advice

1.2 Program: Advancing Equality for Women

Internal Services

Organizational Priorities

Organizational Priorities

Priority	Type	Programs
Addressing violence against women and girls	Ongoing	Program 1.1 Program 1.2

Summary of Progress

What progress has been made toward this priority?

- SWC led the development of the *Action Plan to Address Family Violence and Violent Crimes Against Aboriginal Women and Girls*, outlining the commitments, investments and actions of the federal government to prevent violence, support Aboriginal victims and protect Aboriginal women and girls. (http://www.swc-cfc.gc.ca/fun-fin/ap-pa/index-en.html).
- SWC supported the Minister's participation in the National Roundtable on Missing and Murdered Indigenous Women and Girls, where key stakeholders agreed to coordinate efforts through the *Framework for Action to Prevent and Address Violence against Indigenous Women and Girls*. (http://www.swc-cfc.gc.ca/fun-fin/ap-pa/index-en.html).
- SWC developed two fact sheets on sexual violence against women, entitled: *The Nature and Extent of Sexual Violence against Women in Canada* and *Addressing Sexual Violence in Canada* (http://www.swc-cfc.gc.ca/violence/res-eng.html).
- In 2014-15, SWC supported a total of 128 projects, specifically designed to address diverse issues relating to violence against women and girls. It also launched an open call for proposals, soliciting applications for projects that foster partnerships among communities in order to address conditions that perpetuate or contribute to gender-based violence.

Priority	Type	Programs
Increasing representation of women in leadership and decision-making roles	Ongoing	Program 1.1 Program 1.2

Summary of Progress
What progress has been made toward this priority? • In 2014-15, SWC continued its efforts to promote the benefits of gender diversity in leadership and decision-making roles, raising awareness about the need to address existing gaps in both public and private sectors. This included support for the work of the Advisory Council for Promoting Women on Boards, which released its report, *Good for Business: A Plan to Promote the Participation of More Women on Canadian Boards*. The report's recommendation to achieve a 30% representation of women on boards by 2019 – has inspired key stakeholders to take action to achieve gender-balance in their respective sectors. (http://www.swc-cfc.gc.ca/initiatives/wldp/wb-ca/wob-fca-eng.html). • A total of 37 projects, focused on increasing the representation of women and girls in leadership and decision-making roles, received financial and professional support during the reporting year. Moreover, the agency ensured that other projects, such as those designed to promote economic opportunities for women, also integrated issues of women in leadership and decision-making roles.

Priority	Type	Programs
Strengthening implementation of Gender-based Analysis Plus (GBA+)	Ongoing	Program 1.1

Summary of Progress
What progress has been made toward this priority? • In 2014-15, SWC provided support to over 30 federal departments in implementing GBA+, with a particular focus on the science, security and health research sectors. SWC also carried out a number of learning events and awareness raising activities aimed at building GBA+ capacity.

Priority	Type	Programs
Promoting economic opportunities for women	Ongoing	Program 1.1 Program 1.2

Summary of Progress
What progress has been made toward this priority? • In 2014-15, SWC continued to promote economic opportunities for women. The agency organized the *Women Entrepreneurs Forum: Investing in the Future*. The Forum provided women entrepreneurs access to information, advice and tools as well as networking and

mentorship opportunities, to help build their capacity to enter and succeed in diverse economic sectors.

- During the reporting year, SWC supported a total of 153 projects to promote economic opportunities for women, encouraging innovative ideas to address emerging issues. Also, the agency launched calls for proposals to advance specific priorities, such as: increasing opportunities for women entrepreneurs, supporting women's advancement through mentorship and sponsorship, and strengthening women's financial preparedness.

Priority	Type	Programs
Modernizing programs and services for Canadians	Ongoing	Program 1.2

Summary of Progress

What progress has been made toward this priority?

- SWC continued to take measures to improve its grants and contributions processes and to enhance efficiency in project management and monitoring. In 2014-15, through the LEAN exercise, the agency succeeded in reducing its proposal assessment time by 66%. To enhance organizational capacity for knowledge sharing, SWC continued to implement its knowledge management and dissemination strategy, internally through learning events and externally to promote best practices.
- Through the Women's Program, the agency has also started work to implement a client engagement strategy to facilitate partnerships, knowledge sharing and mentoring among recipient organizations as well as to increase opportunities for client input in program design and delivery.

Risk Analysis

SWC's outcomes are interdependent on the actions of other stakeholders. Such interdependence represents a risk to the achievement of expected results and progress toward the agency's strategic outcome. To mitigate this potential risk, SWC has established response strategies that engage citizens, build synergies, support networks and promote partnerships and collaboration among different players. Given the diverse and growing demand for its services, SWC also faces a potential risk to its image as a relevant and responsive organization. As such, SWC has put in place processes, mechanisms and tools to ensure that its programming, policy function and communication activities remain relevant and responsive.

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
SWC's outcomes are interdependent on the actions of other stakeholders.	*SWC's Messaging*: The focus of SWC's communication strategy is to build an informed society where citizens are aware that they have a shared responsibility to advance gender equality. *Community Action and Engagement*: SWC programming is focused on engaging communities through initiatives that facilitate collaboration, networking and partnerships to achieve concrete results that help advance gender equality. *Knowledge Sharing*: SWC focuses on strategies that complement and leverage collaborative efforts, based on the recognition among key players of their shared responsibility to advance gender equality in their respective spheres of influence.	Program 1.1 Program 1.2
Risk	**Risk Response Strategy**	**Link to Program Alignment Architecture**
Given its broad mandate and the range of demands for its program and policy interventions, SWC may be perceived as not meeting/responding to stakeholder expectations.	*Area of Focus*: To respond to stakeholder expectations and to bring about meaningful results, SWC has identified three areas of focus which are aligned with government priorities: improving women's and girls' economic security and prosperity, ending violence against women and girls, and supporting the advancement and increased representation of women and girls in leadership and decision-making roles. *Outreach Strategy*: SWC's outreach efforts are designed to communicate the agency's strategic direction, areas of focus, current priorities, and program guidelines. *Decision-Making Processes*: To manage the range of demands for its services and interventions, SWC has instituted processes and practices that maximize the efficiency of its programming, policy and communication levers. *Strategic Investment/Intervention*: To remain relevant, effective and efficient, SWC employs targeted approaches, building synergies and leveraging partnerships so as to maximize the impact of its interventions.	Program 1.1 Program 1.2

Actual Expenditures

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	Difference (actual minus planned)
29,607,730	29,607,730	30,327,567	30,125,744	518,014

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
96	98	2

Budgetary Performance Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Programs and Internal Services	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)
Strategic Outcome: 1. Equality between women and men is promoted and advanced in Canada								
Program 1.1: Leadership, Expertise and Advice	2,136,900	2,136,900	2,142,013	2,142,013	2,286,900	2,004,692	2,189,159	
Program 1.2 : Advancing Equality for Women	24,267,723	24,267,723	23,155,089	23,155,089	24,267,723	22,783,283	22,750,591	
Subtotal	26,404,623	26,404,623	25,297,102	25,297,102	26,554,623	24,787,975	24,939,750	24,607,197
Internal Services Subtotal	3,203,107	3,203,107	4,245,975	4,245,975	3,772,944	5,337,769	6,482,533	5,120,989
Total	29,607,730	29,607,730	29,543,077	29,543,077	30,327,567	30,125,744	31,422,283	29,728,186

Alignment of Spending With the Whole-of-Government Framework

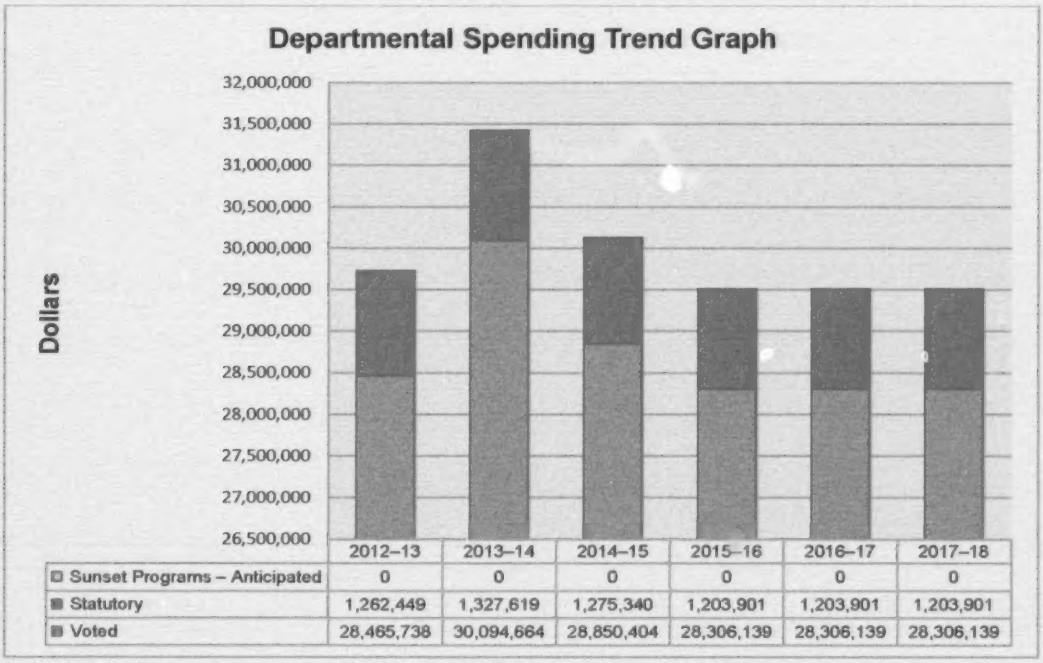
Alignment of 2014–15 Actual Spending With the Whole-of-Government Framework[i] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Actual Spending
Equality between women and men is promoted and advanced in Canada	1.1: Leadership, Expertise and Advice	Government Affairs	A transparent, accountable and responsive federal government	2,004,692
	1.2: Advancing Equality for Women	Economic Affairs	Income security and employment for Canadians	22,783,283

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs	24,267,723	22,783,283
Government affairs	2,136,900	2,004,692

Departmental Spending Trend



	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Sunset Programs – Anticipated	0	0	0	0	0	0
Statutory	1,262,449	1,327,619	1,275,340	1,203,901	1,203,901	1,203,901
Voted	28,465,738	30,094,664	28,850,404	28,306,139	28,306,139	28,306,139

In 2014-15, SWC spent a total of $30,125,744 ($19,033,332 in grants and contributions) to carry out its programs, achieve expected results and advance its strategic outcome. The decrease in spending is mainly due to the relocation of SWC headquarters in 2013.

The amount shown for the period 2012-13 to 2014-15 represents SWC's actual spending; the amount shown for 2015-16 to 2017-18 is SWC's planned spending.

Expenditures by Vote

For information on SWC's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2015*,[ii] which is available on the Public Works and Government Services Canada website.[iii]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: Equality between women and men is promoted and advanced in Canada

Program 1.1: Leadership, Expertise and Advice

Description

Canada, in line with domestic and international instruments, has committed to advancing gender equality. SWC promotes public understanding about the status of women in Canada and encourages Canadians to engage in efforts to advance equality between women and men. Communications' activities form a key aspect of this Program and commemorate important dates such as Women's History Month and the Persons Day.

To further advance gender equality, the government requires federal organizations to take gender considerations into account in legislation, policies and programs. By providing information, tools, training and expert advice, SWC plays a lead role in building the capacity of federal organizations to use gender-based analysis plus (GBA+). GBA+ informs decision-making and increases the likelihood that legislation, policies and programs meet the needs of diverse groups of women and men.

SWC also provides strategic policy analysis and advice and acts as a knowledge broker to support federal organizations and other stakeholders in advancing equality for women and girls. In addition, SWC explores gaps and emerging issues that continue to affect the status of women and girls in Canada.

This is mainly done in collaboration with other federal organizations, provinces, territories and civil society.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
2,136,900	2,136,900	2,286,900	2,004,692	(132,208)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
17	17	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Through SWC leadership, key stakeholders have access to advice and information to address issues relating to equality between women and men and boys and girls. (Key stakeholders include federal organizations, provinces, territories, civil society and the general public).	Number of SWC-led interventions that provide advice and information. Interventions include activities that are often long-term and may require significant preparation, human and financial resources. (Activities may include: disseminating knowledge, facilitating dialogue, leading action on SWC priorities, and advice, collaboration and external relations to advance SWC and federal priorities. (For example, leading Canada's participation at the UN Commission on the Status of Women requires 6-8 months of preparation).	5	Five SWC-led initiatives provided advice and information to key stakeholders to address issues relating to equality between women and men and boys and girls.
Through the provision of SWC expertise, federal government officials and key stakeholders have increased knowledge of gender-based analysis plus (GBA+). (Key stakeholders include representatives from provinces, territories, civil society and the general public).	Percentage of respondents that indicate their knowledge of GBA+ has increased following GBA+ training/events.	75%	93% of respondents indicated their knowledge of GBA+ increased following GBA+ training/events.
Canadian media reports on contribution made by SWC towards advancing equality for women and girls.	Percentage of SWC-led initiatives that result in media reports.	20%	50% of SWC-led initiatives resulted in media reports

Performance Analysis and Lessons Learned

The performance analysis for this Program demonstrates that the target for this fiscal year has been met and SWC-led initiatives have achieved the planned results: access to advice, information and networking among key stakeholders so as to address issues relating to equality between women and men. The key SWC-led interventions in 2014-15 are highlighted below:

- *The Action Plan to Address Family Violence and Violent Crimes Against Aboriginal Women and Girls*: SWC led the development of the Action Plan which serves to enhance collaboration, awareness and community capacity to prevent and address violence against Aboriginal women and girls.

- *The National Roundtable on Missing and Murdered Indigenous Women and Girls*: On behalf of the Government of Canada, the Minister of Labour and Minister of Status of Women participated in the Roundtable where key stakeholders agreed on a Framework to Prevent and Address Violence Against Indigenous Women and Girls which includes prevention, community safety and police and justice responses as priority areas for collaborative action.

- *Promoting Women on Boards:* SWC supported the work of the Advisory Council for Promoting Women on Boards as it released its report, *Good for Business: A Plan to Promote the Participation of More Women on Canadian Boards*. The report enhanced knowledge on best practices within corporate Canada to help advance women into leadership positions in the public and private sectors. The report has positioned gender diversity as a business imperative, inspiring a positive response and creating momentum in efforts to reach the goal of 30% women on boards by 2019.

- *Women Entrepreneurs Forum: Investing in the Future*: Organized by SWC, in collaboration with federal partners, this event brought together more than 300 Canadian women entrepreneurs, business networks and key stakeholders. The Forum provided participants access to information and expert advice, networking and connections as well as mentorship opportunities. According to an evaluation of the Forum, the event achieved its objectives and met participant expectations in terms of advice, connections and practical information.

- *Leading Canada's involvement in the United Nations Commission on the Status of Women (UNCSW)*: The Minister of Labour and Minister of Status of Women led Canada's Delegation to the 59th Session of UNCSW. The Commission undertook a review of progress made in the implementation of the Beijing Declaration and Platform for Action, twenty years after its adoption at the Fourth World Conference for Women in 1995. The Minister delivered Canada's Statement and participated in a high-level roundtable, addressing women's economic empowerment. (http://www.swc-cfc.gc.ca/med/sta-dec/2015/0310-eng.html) Alongside the Commission, Canada hosted three well-received side events on cyberviolence, child, early and forced marriage and girls' empowerment. Over 600 people, including senior United Nations and government officials and representatives of Canadian and international civil society attended the event.

Strengthening Implementation of GBA+

SWC continued to support federal organizations through training, expert advice and other direct assistance in order to build capacity to incorporate gender considerations in programs, policies and other initiatives. There is evidence of a steady increase in GBA+ knowledge and capacity, as

seen in the growing number of GBA+ trained professionals. Key GBA+ initiatives are highlighted below:

- *Departmental Action Plan on Gender-based Analysis (GBA)*: SWC supported over 30 federal organizations by providing them with training, expert advice and other direct supports.

- *GBA+ Online Training:* SWC re-launched the revised *Introduction to GBA+ Online Course* with updated language, a more user-friendly interface and new case studies designed to make the course relevant to a wider range of sectors. During the reporting year, more than 1,000 people (67.5% from the federal public service and 32.5% from provincial/territorial and the private sector) took the course, a 50% increase from the previous year. According to the post-training survey, 92% of respondents reported being able to apply GBA+ to their work.

- *GBA+ Awareness and Learning Events*: The 3rd annual "GBA+ Awareness Week" (May 5-9, 2014) was launched by the Clerk of the Privy Council and the Head of SWC to promote GBA+ tools, learning, and awareness raising activities. A total of 19 federal organizations participated in GBA+ Awareness Week. SWC also hosted a one-day Boot Camp for gender focal points to increase understanding of GBA+ commitments, share strategies for sustainable GBA+ practice and build capacity.

- *GBA+ Champions Event*: In February 2015, SWC hosted the first ever meeting of senior officials appointed as GBA+ Champions to promote leadership and networking.

Engaging with Canadians:

- On October 22, 2014, SWC hosted the "*Strong Girls, Strong World*" event in Toronto, bringing together girls and influential Canadians to explore issues faced by girls in Canada and globally. The event included presentations from a number of high-profile speakers, including Hannah Godefa, UNICEF National Ambassador to Ethiopia. During the day, high school girls met with a number of well-known public figures and jointly explored five key themes: violence, leadership, entrepreneurship, education and healthy living.

Program 1.2: Advancing Equality for Women

Description

Through this Program, SWC supports action and innovation by investing in initiatives that work to bring about equality between women and men. The Program provides grant and contribution funding to Canadian organizations to support community-based action by carrying out projects that will lead to equality in communities across Canada. Funded projects occur at the national, regional and local levels and work to help create conditions for success for women in Canada.

Projects address the economic and social situation of women and their participation in democratic life. They are diverse in nature and scope and apply a variety of approaches and strategies to address the complexity of the issues affecting women. Specifically, the Program invests in projects that incorporate gender considerations, and increase and strengthen access to a range of opportunities, supports, information, resources, services and tools, etc. Projects involve diverse stakeholders, including women's and community organizations, public institutions and the private sector.

The Program also facilitates collaboration, networking and partnerships to promote equality and the advancement of women in Canada. SWC facilitates networking; develops partnerships where needed to address horizontal issues impacting women and girls; shares knowledge; and assists organizations working to advance women's equality to gain access to expertise, resources and tools.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
24,267,723	24,267,723	24,267,723	22,783,283	-1,484,440

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
36	39	3

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Women and communities have access to supports to address issues relating to equality between women and men.	Percentage of projects that generate supports (e.g. resources, tools).	50%	70% of projects generated supports (e.g. resources, tools).
Communities and stakeholders have access to opportunities to advance equality between women and men	Percentage of projects that facilitate opportunities (e.g. partnerships, networks, strategies).	50%	80% of projects facilitated opportunities (partnerships, networks, strategies).

Performance Analysis and Lessons Learned

In 2014-15, SWC provided $19, 033,332 (including a transfer of $83,332 from Justice Canada) to support 318 projects to address barriers that prevent women from reaching their full potential. Of these projects, 40 were completed, 210 were in progress and 68 were approved for funding during the reporting year.

In the reporting year, the Program achieved its expected results, providing women and communities access to supports, such as resources and tools to address issues relating to equality between women and men. Key results included increased awareness about issues impacting women, leadership skills among women and girls, and effective partnerships with stakeholders, such as service providers and the public and private sectors. The Program's interventions focused on the Agency's key priorities as follows:

Promoting economic opportunities for women

Approximately 48% of SWC's projects focused on this key priority. Through these projects, partnerships have been created between organizations working with women and industry and professional associations, trade unions, and training institutes, contributing to the development of tools and resources that will increase opportunities for women in entrepreneurship, science, and technology professions and skilled trades. Some examples include:

- In Windsor-Essex County, a women's community based training organization partnered with young women and stakeholders, including 30 local employers, to identify the key barriers to women's participation in non-traditional fields of employment. Specifically, employment, training and education opportunities were explored in various sectors to support young

women entering into science, technology, engineering and mathematics occupations. As a result of this project, many of the partners made a commitment to hiring young women.

- In Newfoundland and Labrador, community-based organizations worked with a wide range of partners to develop effective recruitment and retention tools for both educational institutions and industry stakeholders in the trades and technology sectors. Through this project, industry and educational partners increased their understanding of the value and benefits of addressing diversity and gender barriers in the trades, technology and operations fields, and became better equipped to manage the recruitment and retention of women in male-dominated fields.

SWC also launched calls for project proposals to promote economic opportunities for women, focusing on promoting opportunities for entrepreneurial and professional women, advancing women through mentorship and sponsorship, and enhancing their financial preparedness. Through these calls, new projects will be implemented and their results monitored over the next two to three fiscal years.

Addressing violence against women and girls

In the reporting year, approximately 40% of supported projects addressed the issue of violence against women and girls. These projects contribute to creating or strengthening much needed partnerships between service organizations for women victims of violence and institutions such as the police and social and health services in order to improve women's access to the help and services they require. They also work to raise awareness of the consequences of violence against women and girls, and develop tools to prevent and reduce its incidence. Examples include:

- To assist women in Yukon's Watson Lake area transition to violence-free lives, a partnership was created among key stakeholders, including Aboriginal and northern women, law enforcement officials and service providers. Through this partnership, a formal protocol was developed between the local RCMP and Aboriginal women's organization, setting out responsibilities, expectations and benchmarks to increase access to appropriate services and supports for women who are at risk of violence.
- To respond effectively to the needs of immigrant and refugee women affected by family violence in Regina, community-based agencies that work in the areas of family violence, settlement and policing developed a protocol for organizations that work with victims of violence. The protocol includes procedures, policies, and training modules and provides a formal mechanism for organizations to work together to meet the specific needs of women who are newcomers. It will promote consistency across systems and agencies in both the

identification of and response to violence. The protocol is now being used by several agencies in Saskatchewan and has been embedded in their intake and assessment mechanisms.

SWC also launched a call for proposals on ending violence against women and girls. Approved projects will be implemented and their results monitored over the next two to three fiscal years.

Increasing representation of women in leadership and decision-making roles

Approximately 12% of SWC's supported projects addressed this key priority. These projects worked to develop tools and resources that will facilitate mentorship opportunities for girls and women and build their leadership skills, while changing policies and practices that limit women's access to leadership positions. Examples include:

- Through municipal council simulations, women in 12 regions of Quebec gained practical knowledge in order to engage in municipal politics. As a result, of the 30 women involved in the project, 18 declared their candidacy for the municipal elections. Partnerships within and outside of Quebec were developed and strengthened through this project and several of these partners have shown interest in adapting the model to their regions, including the Montreal City Council and the Women's Committee of the Regional Conference of Elected Officers of Montreal, who collaborated to implement subsequent sessions with women.

- To identify and address barriers to the civic, political and community participation of girls in South Asian and Middle Eastern communities in Edmonton and Calgary, a set of culturally sensitive intergenerational tools were developed and implemented by an organization representing Muslim women. The initiative created opportunities for dialogue among girls, community members and stakeholder organizations, enhancing understanding of the issue, establishing partnerships and increasing engagement of community members.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Materiel Services, Acquisition Services, and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not those provided to a specific program.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
3,203,107	3,203,107	3,772,944	5,337,769	2,134,662

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
43	42	-1

Performance Analysis and Lessons Learned

In 2014-15, SWC continued to enable the modernization of the workplace in implementing mobility of employees throughout the organization by providing Wi-Fi to headquarters employees and laptops to all employees. Videoconferencing through the Microsoft Lync software was also given to all employees, enabling them to connect remotely with SWC colleagues.

With the new technology in place, employees connect, communicate and collaborate in a more efficient way. These initiatives were in line with SWC's Blueprint 2020 Implementation Plan for the priority area of Workplace tools and processes.

Through the LEAN exercise, some internal services were improved by reducing the time taken to complete some information technology and finance processes.

Section III: Supplementary Information

Financial Statements Highlights

Condensed Statement of Operations (unaudited)
For the Year Ended March 31, 2015
(dollars)

Financial Information	2014–15 Planned Results	2014–15 Actual	2013–14 Actual	Difference (2014–15 actual minus 2014–15 planned)	Difference (2014–15 actual minus 2013–14 actual)
Total expenses	31,081,000	31,498,240	32,034,971	417,240	(536,731)
Total revenues	0	0	2,004	0	(2,004)
Net cost of operations before government funding and transfers	31,081,000	31,498,240	32,032,967	417,240	(534,727)

Condensed Statement of Financial Position (unaudited)
As at March 31, 2015
(dollars)

Financial Information	2014–15	2013–14	Difference (2014–15 minus 2013–14)
Total net liabilities	5,883,491	4,327,443	1,556,048
Total net financial assets	5,207,850	3,617,381	1,590,469
Departmental net debt	675,641	710,062	(34,421)
Total non-financial assets	526,492	609,223	(82,731)
Departmental net financial position	(149,149)	(100,839)	(48,310)

Financial Statements

For financial statements, please visit SWC's website[iv].

Supplementary Information Tables

The supplementary information tables listed in the *2014–15 Departmental Performance Report* are available on SWC's website[v].

Departmental Sustainable Development Strategy

Details on Transfer Payment Programs of $5 Million or More

Internal Audits and Evaluations

Response to Parliamentary Committees and External Audits

User Fees, Regulatory Charges and External Fees

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations[vi] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

For financial information, contact:

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Appendix: Definitions

appropriation (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*): Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent (*équivalent temps plein*): Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (*dépenses non budgétaires*): Includes net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plan (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (*architecture d'alignement des programmes*)**:** A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

result (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (*dépenses votées*): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. **Whole-of-government framework**, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

ii. ***Public Accounts of Canada 2015***, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

iii. **Public Works and Government Services Canada website**, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

iv **Status of Women Canada, Financial Statements 2014-15**, http://www.swc-cfc.gc.ca/trans/account-resp/pr/fin/1415-2-eng.html

v **Status of Women Canada, 2014-15 Departmental Performance Report, Supplementary Information Tables**, http://www.swc-cfc.gc.ca/trans/account-resp/pr/dpr-rmr/1415/st-ts-eng.html

vi. **Government of Canada Tax Expenditures**, http://www.fin.gc.ca/purl/taxexp-eng.asp